



BLM Training Policy Manual

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Introduction

This handbook explains the policy and procedures governing Training and Employee Development in the Bureau of Land Management (BLM). The provisions of this Handbook apply to all BLM offices and employees. All supervisors and managers should be thoroughly familiar with the contents of this handbook.

Training and Employee Development activities represent the Bureau's investment in ensuring that all employees have the competencies needed to perform at their full potential in support of the mission. The BLM plans and provides training, education and development of its employees consistent with its mission, strategic plan, individual career progression, and performance goals. Further, one of the goals of the BLM is to maintain a trained and motivated workforce. Training and Employee Development contribute directly to the BLM's effectiveness and efficiency by:

- Helping to maintain and improve employee performance
- Providing employees with the job competencies necessary to accommodate to changing policies, technology, or mission goals
- Providing opportunities for employees to stay current with new trends within their professional fields
- Developing scarce skills unavailable through existing recruitment sources

Legal Foundation of Training

SUMMARY OF THE LEGAL FOUNDATION OF TRAINING (in order of importance from left to right)

Government Employees Training (GETA)	Chapter 41 of Title 5, United States Code (5 U.S.C. 41)	Executive Orders (E.O.)	Parts 410 and 412 of title 5, Code of Federal Regulations (5 CFR)
<p>The Government Employees Training Act, passed in 1958, created the framework for agencies to plan develop, establish, implement, evaluate, and fund training and development programs designed to improve the quality and performance of the workforce.</p> <p>GETA was codified into chapter 41 of Title 5, United States Code.</p> <p>GETA has been amended many times since 1958, including by the Federal Workforce Restructuring Act of 1994.</p>	<p>The United States Code is a codification (information that is ordered systematically) of those sections of legislative acts that prescribe action by Federal agencies.</p> <p>Laws (Acts) are codified shortly after their passage by Congress and published in the appropriate title to the United States Code.</p> <p>Title 5, United States Code, is dedicated to human resource issues. It is organized into various chapter headings, with chapter 41 addressing "Training" in the Federal service.</p>	<p>Executive orders provide agency heads with additional presidential direction on how the law is to be used.</p> <p>E.O. 11348 (1967) provides agency heads and the Office of Personnel Management with additional information on how GETA is to be carried out. It was amended by E.O. 12107 (1978).</p> <p>The order emphasizes the importance of using effective interagency training programs to meet common needs across Government and requires that employees be selected equitably for training.</p>	<p>The CFR is a codification of the general and permanent rules published in the <i>Federal Register</i> by the executive departments and agencies of the Federal Government.</p> <p>Part 410 of 5 CFR represents the general and specific policies and requirements for training in Government agencies. Part 412 of 5 CFR addresses developing executives, managers, and supervisors.</p> <p>NOTE: Both parts 410 and 412 of 5 CFR were substantially amended in 1996.</p>

Responsibilities

The Director is responsible for the overall direction and effective operation of BLM's Training and Employee Development program. The Director has in turn delegated training approval authority to the lowest possible level, including authority to use agency funds to pay for training.

The Executive Leadership Team (ELT) shares responsibility with the Director and is responsible for developing and conducting effective Training & Employee Development programs in their respective areas of jurisdiction. The implementation and operation of the program rests largely with the Assistant Directors, State Directors, and Center Directors. Each member of the ELT is responsible for:

1. Ensuring an effective BLM Training & Employee Development program.
2. Supporting and funding Training & Employee Development to meet employee needs and BLM's mission.
3. Establishing and maintaining effective Directorate, State and Center processes for ensuring employees' Training & Employee Development needs are met.
4. Providing training and selecting employees for training without regard to political preference, race, color, religion, national origin, sex, marital status, age, disability, sexual orientation or other factors unrelated to the need for training.

Assistant Directors, State Directors, and Center Directors are responsible for advising the Director on aspects of Training & Employee Development related to their programs, establishing priorities, and developing and evaluating Training and Employee Development programs and initiatives. These programs are coordinated through the local Human Resources Office.

Directors of the National Training Center (NTC) and the National Interagency Fire Center (NIFC) are responsible for:

1. Planning, developing, conducting, and evaluating approved training programs under their jurisdiction based on the priorities, resources, and funding approved by the Director.
2. Providing professional advice and technical expertise to various offices throughout the BLM. NIFC also has interagency responsibilities in its mandate.
3. Providing a liaison and coordination with various training program coordinators and offices throughout the BLM.

4. Assuring the validity and appropriateness of course materials and instructional methodology.
5. Assuring compliance with statutory and regulatory requirements and internal program standards.
6. Providing training and selecting employees for training without regard to political preference, race, color, religion, national origin, sex, marital status, age, disability, sexual orientation, or other factors unrelated to the need for training.

Chief Human Capital Management Project Director is responsible for:

1. Establishing BLM policy and procedures for Training and Employee Development.
2. Periodically evaluating State, Center, and NTC training programs, and national training programs (Departmental, OPM, etc.).
3. Advising the Director, the Executive Leadership Team (ELT), and the Field Committee (FC) on training, employee development, and related human resources development issues.
4. Compiling and maintaining periodic reports on Training and Employee Development in the BLM; preparing and responding to Training and Employee Development inquiries from the Department, the Office of Personnel Management (OPM), and other entities.
5. Acting as the Bureau and Washington Office liaison and representative with the Department and outside agencies and organizations.
6. Ensuring that BLM works in partnership with other Federal agencies or other entities to maximize available training resources, to avoid duplication of efforts, and to share products and services.
7. Providing training and selecting employees for training without regard to political preference, race, color, religion, national origin, sex, marital status, age, disability, sexual orientation, or other factors unrelated to the need for training.

Human Resources Officers are responsible for the general management and coordination of Training & Employee Development efforts for employees in their respective areas of jurisdiction, which includes the following:

1. Identifying Training & Employee Development needs.

2. Ensuring that at least one member of their staff serves as the point-of-contact for training to distribute information and to coordinate training initiatives.
3. Complying with regulatory training and reporting requirements and directives
4. Assisting local offices and programs in delivering and coordinating on-site and on-the-job training.
5. Planning, scheduling, and delivering training within their areas.
6. Promptly and accurately recording and reporting completed training (especially mandatory training) for necessary reports.
7. Maintaining close working relationships with the office of the Chief Human Capital Management Project Director, BLM training centers, senior managers, and appropriate programs and offices.
8. Providing training and selecting employees for training without regard to political preference, race, color, religion, national origin, sex, marital status, age, disability, sexual orientation, or other factors unrelated to the need for training.

Training Officers are responsible for:

1. Coordinating national, state, and local training as needed.
2. Serving as consultants to managers and employees regarding training and employee development opportunities.
3. Assisting supervisors and managers in assessing individual and organizational needs.
4. Evaluating programs to determine their effectiveness.
5. Maintaining training and employee development data as required.
6. Providing training and selecting employees for training without regard to political preference, race, color, religion, national origin, sex, marital status, age, disability, sexual orientation, or other factors unrelated to the need for training.

Supervisors and Managers are responsible for:

1. Reviewing their annual work plan and identifying the Training and Employee Development necessary to accomplish the work.
2. Holding on-going discussions with their employees regarding Training and Employee Development needs. This discussion is especially appropriate at the

beginning of the performance appraisal cycle, when critical elements are being established. The Individual Development Plan (IDP) is a useful tool for identifying and planning Training and Employee Development activities.

3. Approving and providing Training and Employee Developmental activities for employees under their supervision.
4. Creating expectations and reinforcing employees' new skills and knowledge when they return from training and developmental assignments.
5. Evaluating employees' ability to apply competencies taught during training.
6. Encouraging and giving recognition to employees for self-development efforts.
7. Validating training to ensure that it meets identified needs.
8. Providing training and selecting employees for training without regard to political preference, race, color, religion, national origin, sex, marital status, age, disability, sexual orientation, or other factors unrelated to the need for training.

Employees are responsible for their own self-development. While BLM has a responsibility to ensure that employees are well-trained and equipped to perform their current jobs well, employees are largely responsible for developing and advancing their own careers. These responsibilities include:

1. Identifying Training & Employee Development needs with their supervisor when annual performance plans are being established and at any other appropriate time. The IDP may be used as a tool to guide the development of competencies needed to be successful on the job.
2. Identifying training sources and developmental activities when appropriate. These activities should be identified in their IDP.
3. Fully participating in and completing training courses and developmental activities. Document completed activities in their IDP.
4. Applying the knowledge and skills gained through training to the maximum extent possible in the performance of their official duties.
5. Requesting and applying for training and developmental opportunities offered by the BLM, the Department, or other organizations.
6. Complying with applicable Training and Employee Development policies from the BLM, the Department, and OPM.

Authority to Approve Training

Authority to approve training, with limited exceptions, has been delegated to the first-level supervisor. While first-level supervisors may nominate an employee to participate in long-term (more than 120 hours) Training and Employee Development courses or programs, the final selection is made by the State or Center Director.

Requests for training in a non-government facility outside of the United States or in a facility of a foreign government, international organization, or instrumentalities of either require Departmental approval, which includes consultation with the State Department.

Academic Degrees/College Courses

Government agencies have the authority to pay for academic degrees. Title 5 of the United States Code was expanded to go beyond payment only for recruitment or retention of employees in occupations with a shortage or an anticipated shortage of qualified personnel. An agency's degree training program implemented must contribute significantly to meeting an identified agency training need, resolving an identified agency staffing problem, or accomplishing goals in the agency strategic plan. The degree program must be accredited and provided by a college or university that is accredited by a nationally recognized body, which is, a regional, national, or international accrediting organization recognized by the U.S. Department of Education.

The Federal Government cannot authorize training, or the payment or reimbursement of the cost of training for the purpose of providing an opportunity to an employee to obtain an academic degree in order to qualify for a position; or for the purpose of providing an opportunity to obtain one or more academic degrees. Other programs, such as, tuition reimbursements programs, or PSI programs are exceptions to this law.

If the Bureau identifies a shortage of qualified personnel in a particular career field, a planned systematic academic degree program could go into effect. At this time, BLM supervisors and managers must use competitive procedures to select employees for academic degree training. In order to maintain a balanced workforce, selections will be made without regard to race, color, sex, religion, marital status, age, sexual orientation, national origin, disabilities, or other factors unrelated to the need for the degree.

Schedule C employees (Political Appointees) - Regulations prohibit BLM from allowing non-competitive service employees in confidential, policy-determining, policy-making, or policy-advocating roles (that is, political appointees) to obtain training for academic degrees.

Approval of Academic Degree Training

To protect the Government's and the Bureau's interests, the Chief Human Capital Management Project Director will approve all requests for employees to receive training to obtain academic degrees. Approval will be granted only when it is determined that the degree training will specifically address a BLM training need, resolve an identified staffing problem, or help in the accomplishment of goals addressed in the BLM's strategic plan.

Requests for approval of academic training must include:

- Employee's name
- Title and grade
- Duty location
- Name of the college or university
- Address of the college or university
- Type of degree
- Purpose of degree
- Overview of coursework
- Justification explaining why the employee should obtain the degree
- Tuition and books (all associated fees or costs)

Continued Service Agreements (CSA)

Before an employee attends training that will exceed 160 hours in a single training course or program, a Continued Service Agreement must be signed by the employee. The BLM also requires employees benefiting from academic degree training that is paid for by the BLM, to enter into a Continued Service Agreement before attending school. This agreement can be found in Section G of the SF-182. In signing this form, the employee agrees to continue with the agency after the completion of the training/degree for a period at least equal to three times the time taken to obtain the training or degree.

SF 182 Form -

[http://contacts.gsa.gov/webforms.nsf/0/639E18970A86830585256A73004C3C05/\\$file/sf182-10.doc](http://contacts.gsa.gov/webforms.nsf/0/639E18970A86830585256A73004C3C05/$file/sf182-10.doc)

If the employee voluntarily leaves the agency before the agreed upon amount of service, the agency has the right to require payment for the amount of time not served. The State/Center Director is the final authority on determining whether training/degree expenses will be recouped.

How to Calculate Minimum Service Commitments

Use the following calculation to determine the amount of time required to meet the minimum service commitment for a college student:

Calculate - Total number of credits taken per semester

Multiplied by - Number of weeks in a semester

Multiplied by - Number of Semesters

Divided by - 40 Hours (work week)

Multiplied by 3

Equals - Minimum Service Commitment

Here is an example of how to calculate a SCEP student's minimum service commitment after graduation, if they carried 15 credit hours per semester and 4 semesters of their tuition was paid for by the BLM:

Example - 15 credit hours x 16 Weeks x 4 Semesters ÷ 40 Hours x 3 = 72 weeks minimum service commitment

Use the following calculation to determine the amount of time required to meet the minimum service commitment for a student attending a training course:

Calculate – Total number of weeks spent in course

Multiplied by 3

Equals – Minimum Service Commitment

Here is an example of how to calculate a student's minimum service commitment after graduation, if they spent 17 work weeks in a training course:

Example – 17 Weeks x 3 = 51 weeks minimum service commitment.

Tuition Support

The Bureau has, and to the extent that is feasible, will continue to provide tuition support (including library or laboratory fees when they are an integral part of the course or program of study or are required by the academic institution as part of the tuition and matriculation fees) for undergraduate as well as graduate level courses. For degree programs, merit promotion procedures or other competitive process should be followed in selecting employees and paying for college and university tuition. This competitive process should be set up at the Directorate, Washington Office, State or Center level and should be known and communicated to all employees.

The Bureau may also provide tuition support for employees who are enrolled in degree programs on their own on a course-by-course basis provided the courses are directly or indirectly work-related. Employees requesting tuition support must submit the official course description from the college or university course catalogue for review by the authorizing official prior to approval. The authorizing official is generally the employee's first line supervisor.

Each academic course must be listed on a separate training form (SF-182) and be authorized **in advance** of the starting date of the course. The Bureau is not required to reimburse employees who enroll in and pay for a college or university course on their own and who later request reimbursement from the Bureau; the decision to pay for the course is at the supervisor's discretion, even if the course is work-related. Employees must present evidence (official college transcript or grade report) of satisfactory course work completion (a grade of "C" or better or a 2.0 rating on a 4.0 scale or a pass in a pass/fail course) before future courses are funded.

If the Bureau has provided tuition support for employees who were also paying for college or university courses themselves and as a result, the employees receive a college degree, the degree is considered a "by-product" and is permissible.

Textbooks and Other Course Materials

BLM will pay for textbooks and materials which are provided to employees by vendors as part of the tuition costs. If taking university or college classes, textbooks and other course materials may be included.

Record-keeping

The Chief Human Capital Management Project Director will maintain a copy of each request for academic degree training (including a copy of the SF-182 if approved).

Reference: OPM Guidance on Training and Development Policy –
www.opm.gov/hrd/lead/policy/fea-00.asp#QUESTIONS%20&%20ANSWERS
5 U.S.C. 4108, 5 CFR 410.309 and 5 U.S.C 4107

Copyright Laws

Copyright laws are an important consideration when developing and/or disseminating training materials. Title 17 of the United States Code addresses the scope of the copyright law. Training materials developed by BLM are not protected by copyright laws. However, BLM is not precluded from receiving and holding copyrights transferred to it by reassignment, bequest, or otherwise.

Using work created by others for the purpose of training is not an infringement of the copyright law when the following factors are considered:

1. The purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes;
2. The nature of the copyrighted work;
3. The amount and substantiality of the portion used in relation to the copyrighted work as a whole; and
4. The effect of the use upon the potential market for or value to the copyrighted work.

According to the Association for Educational Communication and Technology's (AECT) Official Fair-Use Guidelines, a single copy may be made from books and periodicals by or for an instructor for use in the classroom or for preparation to teach a class. Multiple copies may be made by or for the instructor giving the course for classroom use and discussion provided that:

1. The copying is for a single course, and
2. There is insufficient time to request permission to reprint

When it is necessary to obtain permission for copying of material, AECT recommends that the requesting organization provide the following information to the copyright owner:

1. Title, author, and/or editor, and edition of material to be duplicated;
2. Exact material to be used, giving amount, page numbers, chapters, and if possible, a photocopy of the material;
3. Numbers of copies to be made;
4. Use to be made of duplicated materials;
5. Form of distribution (classroom, newsletter, etc.);
6. Whether or not the material is to be sold; and
7. Type of reprint (ditto, offset, typeset).

This can be a time consuming process that must be planned for in advance of the use of copyright materials.

Reference: 17 U.S.C. 107

Employee Development

Career Development

Each employee is responsible for taking charge of their own career development.

Career Development looks at:

- How employees manage their careers within and between organizations, and
- How organizations structure the career progress of their employees.
- The competencies required to be successful on the job and in the organization

An employee needs to look at four steps to help in planning their career. These steps are also valuable when completing their Individual Development Plan (IDP) or Leadership Needs Assessment Tool (LNAT).

Step 1 – Assess

Assess their skills, competencies, work styles, values, interests, and strengths.

Step 2 – Investigate

What options do they have? Which option do they like best and why?

Step 3 – Set Their Goals

Using any number of techniques (e.g., S.M.A.R.T., Specific, Measurable, Achievable, Realistic, Timely), identify their goals and determine why these goals are best for them.

Step 4 – Plan Their Strategy

How are they going to achieve their goals? What are they going to need to do? Who will they need to help them? When will each step occur? Where will each step take them? Always keep in mind why they are doing what they are doing.

In planning career development, employees must be sure to develop a healthy support system which could include supervisors, mentors, peers, and coaches. Educate themselves on available training programs, succession planning programs, workforce planning documents, etc. Most cities and towns have universities or community colleges that will administer career interest assessment tools that are free or have a minimal cost. There are an infinite number of resources available. BLM's Human Resources Offices are available for further suggestions. The Department of the Interior hosts a website called Career Manager that contains resources to assist employees in making career decisions. The resources include online courses, job listings, personality and career identification instruments, information on resumes, interviewing tips and more. This website can be accessed at www.doi.gov.octc.

Additional Career Management websites

<http://www.CareerBuilder.com>

<http://Assessment.com>

www.doiuniversity.gov

Individual Development Plan (IDP)

An annual IDP is an effective way to document the Training & Employee Development activities that an employee can pursue to meet identified needs. The IDP is a supervisory and management tool that can provide a unique opportunity for employees to have direct input into identifying their own training needs and in determining how those needs can be met. Preparation of an IDP can strengthen the communication links between supervisor and employee since it encourages frank and open discussion between both parties. When used properly, the IDP should include various types and forms of Training & Employee Development strategies.

All employees can benefit from having and using an IDP and are encouraged to develop one. An IDP is mandatory for employees in the following categories:

1. All supervisors, managers and executives.
2. BLM employees who spend more than 25% of their time on Indian Trust activities.

3. Participants in the BLM's Leadership Excellence Programs (such as Leadership Academy and Leadership Challenge) requiring completion of an IDP as prescribed by the National Training Center (NTC).
4. Participants in other developmental programs requiring the completion of a leadership assessment tool or IDP and all long term training programs (120 hours or more in length).
5. Participants in formal or informal upward mobility programs. The IDP should be completed before the program begins and should be updated annually while the employee is in the program.

States, Centers and Washington Office Directorates may also require all of their employees to develop an IDP. NTC has developed an automated IDP. This tool is available to all BLM employees on the BLM Lotus Notes Workspace.

The IDP is intended to be a living document. An employee and the supervisor should monitor the employee's progress every 6 to 12 months. This time frame is short enough to allow the employee to focus on short term goals but provides adequate time for adjustments or planning of long term goals. Supervisors are encouraged to promote this system with their employees.

Once the IDP is created, only the employee or the supervisor can make changes. The system also provides an opportunity for employees to identify others who can view their document (in some states it's the training officer). In some states, centers, and offices the supervisor must approve the IDP before any Training and Employee Development activities begin. Check with your Human Resources Office for your State/Center/Office IDP policy.

IDP (Roles and Responsibilities)

Employees' role in the IDP process:

- Take initiative in the IDP process.
- Assess their strengths and weaknesses and short- and long-term goals.
- Research and propose activities that meet identified needs.
- Complete IDP activities and provide supervisor with feedback on training activities.
- Maintain the official copy of their IDP; modify their IDP as necessary.

Supervisors' role in the IDP process:

- Assess developmental needs based on an employee's current performance standards and appraisal as well as organizational needs.
- Jointly prepare an IDP with employees.
- Consider availability of funds.
- Assure fair and equitable treatment for employees in all matters related to training and development.

Human Resource Officer's (HRO) role in the IDP process:

- Publicize training opportunities of general interest.
- Assist employees with IDP preparation on request.
- Assist in reviewing IDP's for common training needs and in developing training programs in response, if requested.

Leadership Needs Assessment Tool (LNAT)

The Leadership Needs Assessment Tool (LNAT) is an assessment tool for measuring leadership skills. (Participants are rated by self, supervisor, direct reports, and peers.) The LNAT is a totally automated system that can be accessed through Lotus Notes. It was developed by the National Training Center (NTC) to assess the 27 leadership competencies identified by the U.S. Office of Personnel Management for effective leadership. These competencies are listed on the NTC web site www.ntc.blm.gov under "Leadership Excellence."

The LNAT, an integral part of BLM's Leadership Effectiveness Program, enables BLM leaders at all levels to assess their abilities and target their long-term development. The LNAT is strictly a developmental tool and will not be used for any other purpose.

BLM executives, managers, and supervisors are required to complete the LNAT, at a minimum, every two years. After receiving the results of their LNAT, they are to use the feedback to prepare an Individual Development Plan (IDP). It is important that, after preparing their IDP, they discuss it with their supervisors. The IDP will help focus on enhancing leadership skills.

Executives, managers, and supervisors who have submitted their retirement papers are exempt from participation in this assessment.

In addition to the 360° LNAT for executives, managers and supervisors, there is a 270° LNAT version for all other employees who wish to assess their leadership skills. Since

non-supervisory employees do not have direct reports, they will complete the 270° LNAT (Participants are rated by self, supervisor, and peers).

Once the minimum number of raters has rated the employee and the employee generates the report, the final assessment feedback report for the LNAT is accessible to the employee from the LNAT home page.

Intergovernmental Personnel Act (IPA) Mobility Program

The Intergovernmental Personnel Act Mobility Program provides for the temporary assignment of personnel between the Federal Government and state and local governments, colleges and universities, Indian tribal governments, federally funded research and development centers, and other eligible organizations.

These assignments are intended to facilitate cooperation among federal, state, and local entities. Assignments must benefit both organizations. All IPA assignments within BLM must be approved by the Chief Human Capital Management Project Director. An IPA assignment may be made for up to two years and may be extended for up to two additional years.

The "Assignment Agreement Form OF-69" must be used to document the IPA assignment. An employee who accepts an IPA assignment must agree to serve with the Federal Government upon completion of the assignment for a period equal to the length of the assignment.

Reference: WO IM No. 98-35
5 CFR Part 334

Attending Professional Meetings and Conferences

Meetings and conferences may fulfill a training need and can be authorized as a training expense, when:

1. The purpose of the conference is educational.
2. The content is relevant to improving the employee's performance.
3. Most of the conference consists of planned, organized exchanges of information between presenters and audience
4. The employee will derive developmental benefits through attending

Participation in professional societies and attendance at professional meetings, conferences, and workshops can help sharpen the skills of all employees, particularly those staff specialists who choose a technical instead of managerial career progression. The Bureau endorses and supports employee participation in these activities (see IB 99-214, "Membership and Participation in Professional Societies" dated September 21,

1999). However, the purpose and subject of meetings or conferences should directly relate to the primary duties of the employee attending.

31 USC 1353 permits the Bureau to accept reimbursement from non-Federal sources for payment of travel expenses, per diem, and registration costs for attendance at meetings, conferences, seminars, and similar events. It cannot be used to accept reimbursement from outside sources for performing employees' ongoing duties and responsibilities such as field and site visits (for which we receive appropriated funds). A basic conflict of interest analysis must be performed to ensure that, by accepting the reimbursement, it would not cause a reasonable person to question our impartiality in an upcoming matter. A form called a DI-2000 must be filled out and submitted with an employee's travel authorization (in advance of the travel). A copy of the DI-2000 also needs to go to the employee's servicing assistant ethics counselor. The form and further information on this topic may be found at: www.doi.gov/ethics/docs/di-2000.pdf.

Reference: 5 CFR 410.404, 5 U.S.C. 41, and 31 USC 1353

Membership and Participation in Professional Societies

The BLM recognizes the importance of life-long learning and encourages employees to continue to develop themselves both on and off the job. The BLM supports the concept of overall self-development, not just in an employee's field of study, but also encourages participation in professional societies whose activities are related to the employee's official duties. Membership in professional societies offers employees an opportunity to keep current with developments in their professions and to maintain continuing contact with their colleagues. BLM, however, cannot pay for individual memberships to professional societies. An exception to this is when a membership fee is included in a conference fee and the conference fee cannot be reduced by the cost of the individual membership fee. In this instance, the membership becomes a by-product of the conference.

There are ethics implications in having BLM employees serve as officers or members of the boards of directors of outside organizations such as professional societies. If employees utilize Government time and resources to support such positions because of the benefit that the relationship brings to the BLM, the development of a formal MOU and waiver is required. Additional information on this topic may be found at www.doi.gov/ethics/docs/officer.html.

Reference: WO IB 99-214

Training and Employee Development Strategies

Employees, supervisors and managers are encouraged to make use of all appropriate strategies and activities for Training and Employee Development. These strategies, which can be very effective when used within the IDP, include, but are not limited to:

Coaching:

Coaching is a powerful strategy that can be used to improve a task, competency, or behavior as it occurs. This strategy creates an environment for positive learning opportunities.

Coaching is talking and acting in a purposeful way, with a goal of improvement. A coach is a critical listener and observer, who asks questions, makes observations, and offers suggestions that help a person grow and reflect and produce different decisions. Coaching is a continuous growth process for people of all experience levels.

Details, rotational assignments, and “shadow” assignments:

Details, short-term project assignments, and other cross-training experiences are effective tools to develop and prepare employees for the future. Use your IDP as a guide to discuss with your supervisor your ideas for details, rotational assignments, “shadow” assignments, etc.

Distance learning:

Distance learning is a cost effective way to provide training to a large number of employees. Distance learning includes satellite broadcasts, web-based training, and video conferencing. Due to potential savings, supervisors are encouraged to consider using this strategy.

Formal classroom training:

In addition to learning, formal classroom training provides a setting for networking, sharing experiences, working as a team member, using interpersonal skills, and expanding creativity. When possible, this strategy should be considered because of the value added experiences.

Formal classroom training can be found at the National Training Center (NTC), DOI University, universities, community colleges, technical schools, private vendor companies, etc. Toastmasters is recognized by BLM as formal training.

Mentoring:

Mentoring is a process of transferring and exchanging information between a mentor and mentee, as they develop a long-term relationship. A mentor acquires business, institutional, and career-related knowledge and is willing to share that information with a less experienced partner, a mentee. Mentoring is not about being sponsored for a promotion.

Some states have formal mentoring programs. If an employee's state does not have a program, they should try doing or seeking some informal mentoring on their own. There are many resources available to help. Go to the NTC mentoring website at <http://www.ntc.blm.gov/leadership/mentoring/index.htm> for additional information on mentoring.

On-the-job training (OJT):

On-the-job training is one of the best hands-on approaches for developing employee competencies. Any chance an employee has to learn from their peers or supervisor is an opportunity to enhance their skill base, technical skills, or life skill knowledge. Employees should document their OJT in their IDP.

Self-study courses:

Self-study courses provide employees the opportunity to complete a course at one's own pace and in one's own environment, without the cost of travel. They are cost effective and a wide variety of topics exist. Correspondence courses and CD-ROMs are examples of self-study courses. Self-study courses are available through NTC, DOI Learn and the USDA Graduate School.

Self-development:

Self-development is a strategy where the individual takes the initiative and responsibility to further develop their knowledge, skills, and abilities. Some tools for self-development include books, videotapes, professional/trade journals, newsletters, magazines, journal writing, volunteer work, etc. Employees should document their self-development activities in their IDP and in DOI Learn.

Special projects and task forces – (e.g., Bureau team, Interagency team):

Special projects and task forces are opportunities for employees to grow and develop. Examples of special projects and task forces include working on Bureau teams, Interagency teams, or special projects. Employees should document these experiences in their IDP.

Managers need to ensure that training strategies are considered equitably for all employees.

References: <http://www.grad.usda.gov/>
<http://www.doiu.nbc.gov/faqs.html#Online>

Intra-agency Training:

Intra-agency training is another valuable resource to consider for meeting employees' training and developmental needs. Intra-agency training offers an opportunity to promote cost efficiency, provide a broader range of training programs, and increase the level of quality and consistency in training across the Government.

The BLM National Training Center (NTC), the National Interagency Fire Center (NIFC), and the U.S. Fish and Wildlife Service National Conservation Training Center (NCTC) provide training to other Federal employees on a reimbursable basis. Intra-agency training may be reimbursable or non-reimbursable. Fees received from BLM participants in another agency's intra-agency training programs (and vice versa) may be credited to the sponsoring agency's appropriation.

In addition, NCTC provides the BLM with two tuition-free slots in every FWS course. The use of all classrooms is free of charge to BLM and BLM also receives a 50% discount on the use of computer labs at NCTC. BLM receives reduced per diem rates for overnight lodging and meals at their facility.

Reference - NTC's website offers a list of links to different government agencies
TC IB 2005-44

Expenses Related to Training

Budgeting for Training

Budgets for Training and Employee Development will be reviewed annually as part of the Annual Work Plan (AWP) process. Supervisors and managers will develop their training budgets based on assessing their employees' needs and the Bureau mission. It is expected that all supervisors and managers will provide adequate budgets for training to prepare employees and the organization for the future.

Education Award Programs

Education Award Programs have been implemented in several States and Centers to provide employees with financial assistance to help them meet their career goals. These

programs provide employees with an opportunity to compete for financial assistance for career development that is not directly related to the duties of their current position. The program is not intended to provide job-related training which can be obtained through normal communication channels with supervisors. Career development training is not a guarantee of career advancement.

Selection for the award is based on the employee's demonstrated efforts at self-development, the relevance of requested training to stated career goals, potential for using acquired skills and knowledge, and the ability to successfully complete the Education Award Program.

Education awards may be used to pay for tuition, text books/training materials, and travel and per diem expenses. Employees should check with their Human Resources Office for information on their State's Education Award Program.

Employee Pay during Training

Time spent in training during regular working hours are considered hours of work. In most cases, employees may not receive overtime pay or compensatory time off for time spent in training. Regulations for compensating employees differ based on whether they are non-exempt or exempt under the Fair Labor Standards Act (FLSA).

Training as Hours of Work under FLSA

For employees subject to the Fair Labor Standards Act (FLSA) (non-exempt employees), time spent in training or preparing for training outside regular working hours are considered hours of work for the purpose of computing FLSA overtime if an agency:

1. Directs* the employee to participate in the training; and
2. The purpose of the training is to improve the employee's performance of the duties and responsibilities of his or her current position.

Time spent in training or preparing for training outside regular working hours is not counted as hours of work for employees subject to FLSA if the training:

1. Improves the employee's performance above a fully successful, or equivalent level; or
2. Provides the employee with knowledge and skills required for reassignment to another position or advancement to a higher grade in another position.

Time spent in training outside of regular work hours for an apprenticeship, entry level training program (such as SCEP or STEP), internships, other career related work study programs, or a veteran's readjustment act are not considered hours worked.

Reference: 5 C.F.R. 410.402(a) and 5 C.F.R 551.423

* Directed to participate means that the training is required by the agency and the employee's performance or continued retention in his/her current position will be adversely affected by non-enrollment in the training.

Compensation for Time Spent Traveling to and from Training

Compensatory time off for travel may be earned by an employee for time spent in an officially authorized travel status away from the employee's official duty station, if the travel is not otherwise compensable. The provision applies without regard to whether the employee is exempt from or covered by the overtime provisions of the Fair Labor Standards Act 1938, as amended. The definition includes employees in senior-level and scientific or professional positions, but not members of the Senior Executive Service. Use Pay Code 046 for Compensatory Travel Earned and Pay Code 047 for Compensatory Travel Used.

Reference: CPM 2005-03, January 27, 2005
<http://www.opm.gov/oca/compmemo/2005/2005-03.asp>

Question and Answers on Compensatory Time Off for Travel:
<http://www.opm.gov/oca/compmemo/2005/2005-03-att1.asp>

Funding Training

By law, training is authorized at the Government's expense to increase the ability of an employee to perform official duties. The objective of the Government Employees Training Act (GETA) of 1958 is to give employees new tools and insight, which will lead to enhanced performance and better ways of delivering services.

BLM supervisors and managers are reminded that the Government Employees Training Act also authorizes training to qualify for work outside an employee's current occupation. Such work could come about as the result of:

1. Efforts to alleviate shortages in the labor market.
2. Efforts to enhance employment opportunities through upward mobility programs.
3. Realignment of occupational specialties based on the Workforce Plan.

Return on investment (ROI) for training activities needs to be considered. The government should expect to gain more benefit from the training than the cost invested.

It is clearly improper to authorize training where there is no reasonable potential to utilize that training on the job. Determining the value to the Government of any particular training program investment must rely on the vision and judgment of line supervisors and managers. They may authorize training to build competency levels which help employees better contribute to BLM's mission.

BLM is more likely to have employees capable of meeting changing requirements if the employees, themselves, have expectations of life-long learning and take ultimate responsibility for their own development. Managers can affect both outcomes by working with employees to identify training and development needs. For example, encourage the use of the Individual Development Plan (IDP), encourage participation in the continuing education activities of schools and professional organizations, and provide and maintain adequate financial priority for training.

References: 5 U.S.C. Chapter 41; 5 C.F.R. part 410

Meals and Refreshments During Training

The Government Employees Training Act (GETA) authorizes payments for meals or refreshments for those attending training programs, in travel status, or at their duty stations when it is determined that providing meals or refreshments is a necessary expense incidental to providing the training and to the employees' achieving the objectives of the program. Pre-approval from the State or Center Director is required.

Documentation Requirements

A written determination must be made and filed with the obligation document, e.g., purchase order or charge card account. The determination should include, at a minimum, the following information when applicable:

- (1) Date and location of event
- (2) Estimated number of attendees
- (3) Number of honorees, if applicable
- (4) Estimated cost
- (5) Authorizing statute citation.

Reference: WO IM 2006-001- Attachment 1 - Refreshment Reference Guide - May 2003

Paying for Examinations, Licenses and Certifications

An agency may pay the expenses for an employee to obtain professional credentials, including expenses for professional accreditation, state-imposed and professional licenses, and professional certification. An agency may also pay for the examinations to obtain such credentials. Payment is for examinations, licenses or certifications which are related to the job, and are not for the sole purpose of enhancing other promotion opportunities of the recipient. The exception to this is any employee occupying or seeking to qualify for appointment to any position that is excepted from the competitive service because of the confidential, policy-determining, policy-making, or policy-advocating character of the position.

Reference: 5 U.S.C. 5757

Paying for Training

The BLM uses a variety of methods to procure and certify training expenses through Government and non-Government training facilities:

1. BLM agency charge cards may be used to pay for training, provided that a record of the course registration form is maintained for record-keeping purposes.
2. The *Training Authorization Form* (SF-182) may be used to obligate funds, contract for training, and certify payment of approved training expenses. Use of the SF-182 is optional (with the exception of long-term training) as long as records of associated training costs are documented.
3. If BLM training courses or programs require new design and development, the authorized procurement officers may contract for these services on behalf of, and as requested by, the responsible BLM official.
4. See (*Sharing the Cost of Training and Education with Employee section*) for additional options.

Contracting with Government Employees

BLM cannot knowingly contract with a Federal Government employee, or with a business or other organization owned or substantially owned or controlled by one or more Government employees, except for a compelling reason, such as when the agency's needs cannot reasonably be otherwise met. The purpose of this prohibition is to avoid any conflict of interest.

Contracting with Foreign Governments or International Organizations

The Director of the BLM may contract with a foreign government or international organization to provide training services to BLM employees after receiving advice from the Department of State before the first use of such training facility and thereafter periodically but not less often than once every three years. Requests for employees to receive training from foreign governments or organizations must be submitted in writing to the Chief Human Capital Management Project Director, at least three months in advance of the proposed training to provide time for the appropriate coordination with the State Department. The request should include the employee's name, title and grade, duty location, and purpose of the training source, course/program title and objective, all associated costs—including tuition, travel and per diem—as well as justification why the training must come from a non-American company or organization. The request should also identify what other training options or sources were considered.

Delivery of Training Services and Materials into the Following Fiscal Year

Training and Employee Development services and materials may be charged to the fiscal year appropriation in which the obligation is incurred regardless of the fact that the training may extend into the following fiscal year. Thus, when a training obligation is incurred and performance begins in one fiscal year, the entire cost is chargeable to that year, even though performance may extend into the following year. BLM may also charge a previous fiscal year appropriation for the entire cost of a training course scheduled to begin in the next fiscal year when:

1. The course meets a bona fide need of the prior fiscal year.
2. Scheduling the course is beyond BLM's control.
3. The time between procurement and performance is not excessive.

Sharing the Cost of Training and Education with Employees

Agencies may share training and education costs with employees. This authority allows agencies to support training and education that benefits both the agency and employee. This allows an employee to attend training during duty or non-duty hours and allows the agency to pay all, part, or none of the training costs, depending on the agreement reached between the employee and the agency. The chart below shows various scenarios that are permissible under this authority.

Training Costs...	Employee Attends Training During...
Paid by Agency	Duty hours
Paid by Agency	Non-duty hours
Shared by Agency and Employee	Duty hours
Shared by Agency and Employee	Non-duty hours
Paid by Employee	Duty hours
Paid by Employee; Agency reimburses Employee for some or all costs upon successful course completion	Duty hours
Paid by Employee; Agency reimburses Employee for some or all costs upon successful course completion	Non-duty hours

If the training is a necessary requirement for an employee to be able to accomplish their duties and responsibilities, the Bureau should pay for the training.

Travel Costs

Employees who are approved to attend training away from their duty stations may be reimbursed by the Bureau for all or part of the necessary expenses of training, including travel costs. The GSA Federal Travel Regulations determine what specific travel costs may be paid. BLM may authorize and pay expenses of employees using privately-owned vehicles to travel to and from authorized training when such use is for the good of the Government. If a parking fee is required at the training site, it is an allowable expense.

31 USC 1353 permits the Bureau to accept reimbursement from non-Federal sources for payment of travel expenses, per diem, and registration costs for attendance at meetings, conferences, seminars, and similar events. It cannot be used to accept reimbursement from outside sources for performing an employee's ongoing duties and responsibilities such as field and site visits (for which we receive appropriated funds). A basic conflict of interest analysis must be performed to ensure that, by accepting the reimbursement, it would not cause a reasonable person to question the employee's impartiality in an upcoming matter. A form called a DI-2000 must be filled out and submitted with an employee's travel authorization (in advance of the travel). A copy of the DI-2000 also needs to go to the employee's servicing assistant ethics counselor. The form and further information on this topic may be found at: <http://www.doi.gov/ethics/docs/di-2000.pdf>.

Reference: BC IB 2005-054 and 31 USC 1353

Travel Authorizations

Certain types of travel, including training-related travel and conference travel, must be authorized on a trip-by-trip basis. These types of travel may have limitations on types of expenses that can be reimbursed. Annual blanket authorizations may not be used to authorize travel for training. The travel authorization form number is DI-1020.

Reference: BC IB 2005-013 and GSA Federal Travel Regulations

Management Responsibilities

Allocating Time for Training

Training may be full-time or part-time, during work hours, or after hours. A supervisor may (but is not required to) reschedule an employee's work week to allow for attending courses sponsored or paid for by the BLM if:

1. BLM will not incur additional salary costs;
2. Completion of the training will better equip the employee for work in the BLM; and
3. There will not be an appreciable interruption of work.

Reference: OPM Guidance on Training and Development Policy –

<http://www.opm.gov/hrd/lead/policy/fea-00.asp#QUESTIONS%20&%20ANSWERS>

Restrictions on Training

Before approving training, BLM supervisors or managers should ensure that training is in line with organizational goals and the career goals of the employee. Training should not induce **unnecessary** psychological stress in participants. Some training programs might, of necessity, have the potential for inducing psychological stress and yet be performance-related and in the Government's interest. (For example: training simulating stress already present in the employee's work environment.)

It is inappropriate to use Federally-sponsored training to change employees' personal values or to influence their lifestyles outside the workplace. If an employee has a religious objection to participating in a training program because the content, techniques, or exercises used conflict with the employee's religious beliefs, the supervisor or manager, with assistance from Human Resources, will consider requests for religious accommodation.

Mandatory HIV or AIDS training for Federal employees is prohibited except for training necessary to protect the health and safety of federal employees and the individuals served by the employees. Federal employees cannot be required to attend or participate in an AIDS or HIV training program if they refuse to consent. HIV/AIDS training is permitted to make employees aware of the medical ramifications of HIV/AIDS and the workplace rights of HIV positive employees.

Reference: OPM Guidance On Training Restrictions in Public Law 106-58

Identifying and Prioritizing Training Needs

On an annual basis, States and Centers are required to identify, in a systematic and organized manner, the most cost-effective Training & Employee Development initiatives needed to improve performance. Each member of the Executive Leadership Team (ELT) is responsible for ensuring that a continuous effort is made to identify and meet the Training and Employee Development needs of employees in their respective organizations. To ensure that this review is accomplished in a systematic manner, the office of the Chief Human Capital Management Project Director may periodically evaluate State and Center Training & Employee Development Programs. Training and Employee Development needs should be prioritized in the following order:

1. Training required by law and regulations
2. Training to accomplish the objectives of the Department's and the Bureau's Strategic Plans and Workforce Plan
3. Training to accomplish the Annual Work Plan
4. Training to raise efficiency, productivity, and interpersonal skills to enhance the performance of employees in their current positions
5. Training to enhance an employee's career

Individual Training Needs Assessment and Documentation:

Training needs can be identified and documented through many sources, such as:

- Individual Development Plan*
- Performance Appraisals
- Supervisory/Employee Discussions
- Leadership Needs Assessment Tool (LNAT)*
- Self Assessment Instruments*

*see Career Development Section

Selecting Employees for Training

BLM employees will be considered for, and receive approval to attend training based on management priorities. Selection of employees for training will be made without regard to political preference, race, color, religion, national origin, gender, marital status, age, sexual orientation, disability, or other factors unrelated to the need for training, and with proper regard for their privacy and constitutional rights as provided by merit system principles. In the nomination and selection of employees for Training and Employee Development experiences, the following questions may be helpful:

1. Is the training required by law, regulation, policy, or official standards, such as probationary supervisory training or law enforcement training requirements?
2. Does the training improve specific competencies essential to satisfying local management needs?
3. What, if any, performance deficiencies are associated with job performance?
4. To what extent will the proposed training improve the employee's performance of official duties, such as those which the employee is currently performing or those which the employee could reasonably be expected to perform in the near future?
5. What is the length of time and degree to which the BLM expects to benefit from the employee's improved knowledge, skills, and performance?
6. How will the employee share the knowledge and skills learned with others upon returning to the job?
7. What new competency requirements are in the current position brought about by changes in organizational structures, policy, mission, technology, or equipment?
8. Is the re-training of current employees due to recruitment shortfalls, deaths, retirements, and transfers taking place?
9. Is there re-training of employees displaced through reduction-in-force (RIF), or employees affected by changes in organizational mission or work assignments?
10. Is there re-training of employees who have become disabled and cannot perform duties in the current position?
11. Have the priorities been established by a training needs analysis?

Selecting Employees for Training Which May Lead to Promotions

BLM's merit promotion procedures must be followed in selecting employees for training that is primarily to prepare trainees for advancement and that is not directly related to improving performance in their current positions. Merit promotion procedures apply to training:

1. Which would prepare an employee for a promotion; or
2. Whose purpose, or effect, is to allow an employee to meet, in whole or in substantial part, minimum educational requirements set by the U.S. Office of Personnel Management (OPM), or other training required for assignment to a different position with higher promotion potential.

BLM must follow its competitive procedures when selecting an employee for training that permits noncompetitive promotion after successful completion of the training.

Reference: 5 U.S.C. '2301(b)(2). See CFR 410.302(a)(1)

Mandatory Training

Employee Orientation

New Employee Orientation

All permanent full-time and part-time employees who are new to the BLM must complete the Employee Orientation program as outlined in the Orientation: New Employee Handbook web site at <http://www.ntc.blm.gov/leadership/orientation/index.html>.

Upon completing the program, new employees and their supervisors must fill out the "Checklist for Orientation" and mail it to the National Training Center (NTC) Orientation Coordinator at TC 800. This should be completed within the first six months of being hired. This checklist verifies that all items have been completed and allows employees and supervisors to give feedback to NTC on the program. In addition to the Bureau orientation, all new employees are encouraged to complete the online Departmental orientation program at <http://www.doiu.nbc.gov/orientation/>.

Local Perspectives

BLM's Orientation Program includes an optional Local Perspectives module to be designed and delivered by each state, center, directorate, or local office. If provided, the program is geared towards new BLM employees during their first year on the job. Although Local Perspectives is an optional program, it is strongly recommended because it helps new employees get acclimated to the local BLM organization and its issues.

List of Mandatory Training

This following list is not all inclusive. See Appendix 1 for list of all DOI Mandatory Training.

Defensive Driver Training

Target audience: All BLM employees required to drive a vehicle (GOV, Leased, POV, etc) while on official business.

Length and Frequency: Two to three hours every three years.

Reference: BLM Manual 1112-1, Safety and Health Management, and BLM Handbook 1112-2, Safety and Health for Field Operations

Discrimination and Whistleblowing in the Workplace

Target audience: All BLM employees - New Employees must take within 60 days of their appointment

Length and Frequency: One hour every 2 years

Reference: WO IM No. 2005-152

Employee Safety Orientation

Target Audience: All employees

Length and Frequency: 4 hours once

Reference: BLM Manual H-1112-1 Ch. 10

Equal Employment Opportunity Training for Managers and Supervisors

Target audience: Managers and supervisors.

Length and Frequency: Minimum of 4 hours annually

Reference: Secretarial Memo EOD-1997-14 dated August 12, 1997 (these never expire)

Ethics for New Employees

Target audience: New employees.

Length and Frequency: One hour within 90 days of the start of their employment

Note: Employees must be given a list of names, addresses, and telephone numbers of servicing ethics officials. They must be given a minimum of 1 hour to review these materials. Live ethics training may be given in lieu of a review of the written materials. Employees could also spend an hour utilizing computer based training modules located at <http://www.doi.gov/ethics> and <http://www.usoge.gov>.

Ethics for Identified Employees

Target audience: All employees that have been identified as financial disclosure reporters. Supervisors may assess additional positions required to complete ethics training.

Note: Employees who newly occupy positions subject to confidential or public financial disclosure reporting requirements are required to complete a minimum of 1 hour of ethics training within 30 days of occupying those positions. Employees subject to financial disclosure reporting requirements are required to continue to take a minimum of 1 hour of ethics training each calendar year, so long as they occupy these positions.

Length and Frequency: One hour each calendar year.

Note: Each year the Bureau Ethics office will determine which employees are required to complete the annual ethics training and the due date for completion of this training. (The employees who are required to complete the training are those who had to file confidential financial disclosure reports in the previous fiscal year.)

Reference: 5CFR 2638.703; 5 CFR 2638.704; 5 CFR 2638.705; WO IM No. 2005-175

Government Charge Card Training

Target audience: All BLM charge card holders

Length and Frequency: Two hours once.

Reference: DOI Integrated Charge Card Guide, April 12, 2004

Information Technology (IT) Security Awareness Training

Target Audience: All employees, volunteers, interns, and contractors

Length and Frequency: Online course takes approximately one hour to complete annually.

Introduction to Supervision (Phase I)

Target Audience: All new supervisors

Length and Frequency: 40 Hours during first year of probation – Should show proficiency in Phase I (**Appendix 2**) competencies by the end of the first year of supervision

Reference: Reference: DOI Personnel Bulletin No. 06-04 (412)

Continued Education for New Supervisors (Phase II)

Target Audience: All new supervisors

Length and Frequency: Should show proficiency in Phase II (**Appendix 2**) competencies by the end of second year of service in a supervisory position

Reference: DOI Personnel Bulletin No. 06-04 (412)

Safety Training for Managers and Supervisors

Target Audience: All managers and supervisors

Length and Frequency: 4 hours once

Reference: 29 CFR 1960.54
29 CFR 1960.55

Training Supervisors, Managers, and Executives

The Leadership Excellence Program (LEP) outlines BLM's resources and strategic direction for providing leadership training to all BLM employees. Within this policy, the following specific courses and programs have been identified for supervisors, managers, and executives.

Introduction to Supervision (Phase I)

All new supervisors must complete the Introduction to Supervision Course within the first year of their supervisory appointment. The first 40 hours includes basic training in Phase I (**Appendix 2**) competencies such as human resources management, equal employment opportunity, diversity, and ethics. They must complete their Leadership Needs Assessment Tool (LNAT) within six to twelve months after their supervisory appointment. At the end of the probationary period, the manager will certify to the servicing Human Resources Office that the new supervisor has completed the required 40 hours of basic training.

Continued Education for New Supervisors (Phase II)

New supervisors must also complete additional training and development by the end of their second year of service in a supervisory position. These training and development activities should be based on their LNAT results and leadership development goals outlined in their Individual Development Plans (IDP's). Supervisors should gain a proficiency in Phase II (**Appendix 2**) competencies by the end of the second year in a supervisory position.

Refresher Supervisory Training

All supervisors are required to demonstrate competency in Phase I and II (**Appendix 2**) competencies and to address any developmental needs through continuous learning activities. At a minimum, any refresher training should review roles and responsibilities, update supervisors on human resource policies and regulations, and provide a review and update on tools that are available to supervisors to help them effectively manage the workforce. Ideally, the training should be based on results of 360 degree feedback that allows targeting of the training to focus on those competency areas needing improvement for that supervisor. Other specific competencies could be included and addressed based on the needs of the bureau.

Leadership skill development is not limited to classroom instruction. In addition to distance learning classes, developmental assignments both inside and outside of government, reading assignments such as management books, and self-training modules provide options for continual learning. The Leadership Excellence Program section of the NTC web site outlines developmental opportunities for each leadership competency. http://www.ntc.blm.gov/leadership/27_frame_define.html

Team Leads and Temporary Supervisors (Course # 1430-19PV)

NTC offers a 16 hour course for Team Leads and Temporary Supervisors. This course is intended to provide the participants with basic knowledge of the supervisory issues they are most likely to encounter immediately on the job. The course was designed for temporary supervisors, not permanent full-time supervisors.

Leadership Academy - Manager and Executive Program (Course #s 1430-05, 06, and 07)

The Leadership Academy is a year-long program whose goal is to develop the finest managers possible for the BLM. It is designated as the primary tool in BLM's Succession Plan for Key Management positions. A competitive process is used to select participants for the Leadership Academy. To apply for the Leadership Academy, an applicant must be a permanent BLM employee at the GS-12 or above level, and must have completed at least 40 hours of supervisory training with an emphasis on human resource issues, and meet one of the following conditions:

1) currently occupy a managerial position (a manager is defined for this program as a "supervisor of supervisors")

or

2) have had at least 3 years of supervisory experience at the GS-12 or above level.

An interest announcement and candidate application package will be issued annually by the National Training Center. The application process is based on the SES "Challenge-Context-Action-Result" (CCAR) Application Model. This model requires candidates to describe their leadership accomplishments in each of OPM's five Executive Core Qualifications (Leading Change, Leading People, Building Coalitions/Communications, Results Driven, and Business Acumen).

Potential Academy participants will be carefully screened and selected by their State Directors, Center Directors, or WO Assistant Directors. In addition to a written application, State Directors, Center Directors, or WO Assistant Directors may conduct personal interviews to further assess a candidate's leadership skills. They will then refer to the Leadership Academy only those candidates who meet the agreed-upon screening criteria. They will assure that participants are not being sent to this training for remedial reasons. Managers that need such development must be trained at the local level.

The Leadership Academy is not to be viewed as an automatic entrance to BLM's key management positions. Graduates will still have to compete under the merit promotion process.

In addition to course work and outside assignments, Leadership Academy participants are expected to acquire at least one year of corporate level experience to prepare them for senior management positions. Corporate level experience is defined as:

1. Evidence of effective interactions and working relationships that would give an individual an in-depth knowledge of Department-level policy, Office of Management and Budget and Congressional processes. Experience would reflect working relationships with national-level interest groups and professional associations.
2. Evidence of an understanding of the interrelationships of large, complex, and highly visible national programs that would give the individual the working knowledge to develop and implement policy. The applicant demonstrates experience and skills to balance competing interests in these programs and resolve divergent issues.
3. Evidence of highly developed organizational skills providing an applicant the ability to conduct innovative policy analyses. The analyses conducted must demonstrate multi-disciplinary approaches and complex variables that influence the interpretation and implementation of public policy at a national level.

Reference: TC IM No. 2004-072

Selection and Use of Training Facilities

Facilities

BLM offices and programs shall arrange for BLM-sponsored training according to their needs. States and Centers may train other BLM employees whenever it is feasible. When the cost of such training is reimbursable, an agreement should be made in advance. Since Federal training policy no longer distinguishes between Government or non-Government training facilities, BLM will not produce training that can be procured from other sources, if the training is of quality and is cost-effective. BLM's goal is to spend its developmental resources on training that cannot be obtained elsewhere.

Prohibition Against the Selection of Training Facilities that Deny Access

BLM is prohibited by law from using any training facility that discriminates in the admission or treatment of students because of race, color, sex, religion, sexual orientation, or national origin. BLM will also ensure that discrimination does not result from use of training facilities that deny access on other grounds, such as lack of "reasonable accommodation" of people with disabilities.

Accommodating Employees with Disabilities

BLM may pay expenses necessary to make training accessible to employees with disabilities. For hearing impaired employees, BLM may pay for interpreters, computer text readers, and amplified telephones. For the visually impaired, BLM may pay for computer text readers, tapes or Braille learning materials. BLM may pay for individuals to accompany or aid employees with disabilities traveling on official business (including travel for training) within prescribed OPM and U.S. General Services Administration salary, travel, and per diem rates for Federal employees. BLM is committed to ensuring that all employees with disabilities have full access to training opportunities and will ensure that all BLM-designed training can accommodate employees' disabilities.

References: 29 CFR 1614 Section 504 of the Rehabilitation Act of 1973

Student Educational and Employment Program (SEEP)

The Student Educational Employment Program (SEEP) provides Federal agencies with a consistent, regulated, structure for hiring student employees. SEEP consists of two components, the Student Career Experience Program (SCEP) and the Student Temporary Employment Program (STEP).

Student Career Experience Program (SCEP)

SCEP students are hired to work in their academic field. They are eligible for a noncompetitive conversion to a permanent position, upon completion of their academic course work. Agencies may pay for all or part of the following expenses to improve performance:

1. Tuition and matriculation fees;
2. Library and laboratory services;
3. Materials and supplies;
4. Books;
5. Other services directly related to training, including travel and transportation expenses from duty stations and schools and between work experiences and study.

This is subject to the criteria for paying for academic degree training. SCEPs may be required to sign a Continued Service Agreement (CSA).

Reference: 5 U.S.C. 4108/4109

Student Temporary Employment Program (STEP)

Managers may hire students on a temporary basis for jobs that may or may not be related to the students' academic field. The intent is to provide maximum flexibility and opportunity to agencies and students that will meet varying needs on a short-term basis. BLM may use its training authority to pay for all or part of the student's job-related training expenses.

Veteran's Training Program

Veterans Training Program Requirements

Under the Veterans Recruitment Authority (VRA), BLM is required to provide a written training program for appointees with less than 15 years of formal education. This training program is to be signed by the veteran showing that the veteran agrees to pursue a training or educational program during their two year employment period. If the VRA appointee has 15 years of formal education or more, they may participate in training programs on the same basis as other employees. Training programs can include, but are not limited to, on-the-job assignments and/or classroom training.

To ensure that this requirement is met, a written training plan must be developed. This written training plan must contain definitive long and short-range objectives. Such objectives are necessary to effectively evaluate on-the-job performance and other training participation in the program.

Reference: Jobs for Veterans Act – Public 107-288

Training Administration

Training Records

States, Centers, and local offices will maintain appropriate records of training events, training expenses, evaluations and other documents sufficient to fulfill recurring report requirements and to respond to inquiries in accordance with 5 CFR 410. Reports of expenditures, activities, and training plans will be provided to the Office of Personnel Management at such times and in such form as prescribed by the Office.

Training Records must be maintained according to the BLM record schedule. You may access the BLM training record schedule (see schedule1 item 29) at <http://www.blm.gov/nhp/records/blmgrs/sched01.pdf>.

DOI Learn

The Bureau of Land Management is now required to track all training activities through DOI Learn, a Department wide Learning Management System. All training completed through NTC or at the state or field level should be tracked within DOI Learn. DOI Learn then provides the official training history for all employees. From any computer, employees can view the course catalog, register for courses and print their transcripts. DOI Learn can be accessed at <https://doilearn.doi.gov>.

Training Evaluation Records

Records of training evaluations should be retained in State and Center Human Resource Offices for five years.

Training of Non-Government Employees

Training Contractors

Since contractors are selected for their expertise in a subject area, contractors may only be trained in skills they are not required to bring to the job. Contractors may be trained in rules, practices, procedures, and/or systems that are unique to BLM and essential to the performance of the contractors' duties. The authority for training contractors is under the authority to administer contracts.

Training Volunteers

The volunteer program is an essential component of the BLM mission. The thousands of hours volunteers donate each year make it possible for the BLM to complete unfunded conservation work that would otherwise not be done. More than 20,000 people annually help the BLM perform its mission to manage natural and cultural resources.

It is the policy of the BLM to ensure that each volunteer be provided with sufficient training on the job or through formal courses either to enhance a volunteer's current position or to prepare the volunteer for future positions.

A. Competency Development Training. Prior to actual task assignment, each volunteer's abilities should be assessed and any additional knowledge and skills required to perform the activities safely and effectively should be provided.

B. In-Service Training. In-service or on-the-job training refers to the perfecting of skills usable in the volunteer's current assignment or needed for transfer to another assignment.

C. Specialized Training. Volunteers may be invited to attend BLM training courses on subject matters or materials related to their volunteer assignment if their participation would show a benefit to the Government and does not result in the displacement of employees or impose significant extra expenditure. Selection for training shall be the same as for employees. Additional training resources can be found in local communities through educational institutions, professional organizations, and businesses.

Further information on the Volunteer Program, the Volunteer Handbook and Training Guide, may be found at:

http://web.blm.gov/interna/wo600/00_wo650_vol/manual/index.html

Frequently Asked Questions

1. Can BLM pay for college degrees?

In most circumstances, an agency may not pay for an employee's academic degree. However, BLM may pay for academic degrees beyond recruitment or retention of employees in occupations with a shortage or an anticipated shortage of qualified personnel. Degree training must be part of a planned, systematic, and coordinated agency employee development program linked to accomplishing agency strategic goals.

2. Can BLM pay for college courses?

Yes, BLM can pay for college courses to develop an employee's knowledge and skills related to official duties. If in accomplishing this training, an employee earns an academic degree, the degree is an incidental by-product of the training.

3. Do employees receive overtime for training?

As a general rule employees may not receive overtime pay or compensatory time off for time spent in training. For employees subject to FLSA (non-exempt), time spent in training or preparing for training outside regular working hours shall be considered hours of work for the purpose of computing FLSA overtime if an agency:

- a. directs* the employee to participate in the training; or
- b. the purpose of the training is to improve the employee's performance of the duties and responsibilities of his or her current position.

* see bottom of page 23

4. If I have to travel on Sunday to get to a class that starts Monday morning, do I get compensated for traveling on Sunday?

Yes, a new form of compensatory time off for time spent by an employee in travel status went into effect on January 28, 2005. To qualify for this new type of compensatory time, the travel must be officially authorized. Only the time actually spent traveling between the official duty station and temporary duty station, or between two temporary duty stations, and the usual waiting time that precedes or interrupts such travel can be claimed. Use Pay Code 046 for Compensatory Travel Earned and Pay Code 047 for Compensatory Travel Used.

5. When traveling for training, do I need a separate travel authorization?

Yes, students are required to complete a separate travel authorization for each course they attend.

6. Does BLM pay for Toastmasters?

Yes, Toastmasters is recognized by the BLM and the Department of the Interior as a legitimate and useful training activity.

7. Does BLM pay for individual memberships to professional societies?

No. Despite the many benefits of employee membership in professional societies, the BLM does not pay the membership fees for participating employees. An exception to this is when a membership fee is a necessary cost directly related to essential training or a condition precedent to undergoing training. For example, if an individual membership is included in the conference fee and the conference fee cannot be reduced by the cost of the individual membership, the employee may accept the membership as an incidental by-product of the conference.

8. Should training that is paid for by BLM, apply to your current job?

Yes. Several states, however, have implemented an Education Award Program. This program allows employees to compete for education awards to further their career development. The training that is received in using the Education Award does not have to be directly related to your current job.

9. Can an employee adjust their hours of work while in a training course?

Yes, a supervisor may, but is not required to, change an employee's work schedule to allow attendance for approved training as long as additional salary costs will not be incurred; there will be no appreciable interruption of work; and the training will improve the employee's performance.

10. Can an employee pay for their own training?

Yes. BLM may also share training costs with an employee. See "Sharing the Cost of Training and Education with Employees" for additional options.

11. How do I pay for training using BLM funds?

BLM agency charge cards may be used to pay for training. Keep a copy of the registration form for record-keeping purposes. The Training Authorization Form (SF-182) may also be used to pay for training.

Appendix 1

MANDATORY TRAINING

Course Title	Length (Hours)	Frequency	Position Requiring Training	Authority
<i>Senior Executive Service</i>				
OPM Interagency Orientation	16	One time during probation- ary period	All newly appointed career SES members, except graduates of an SES Candidate Development Program	5 USC 3393, DOI HR Management Bulletin 96-1 (317) dated 08/15/96
Executive Core Qualifications (e.g., OPM Center for Leadership Capacity Services programs at FEI or the MCCs)	80	One time during probation- ary period	All newly appointed career SES members, except graduates of an SES Candidate Development Program.	5 USC 3393, DOI HR Management Bulletin 96-1 (317) dated 08/15/96

Four SES Forums (e.g., DOIU Forums or the Interagency Consortium Series)	32	One time during probationary period	All newly appointed career SES members, except graduates of an SES Candidate Development Program.	5 USC 3393, DOI HR Management Bulletin 96-1 (317) dated 08/15/96
Completion of SES training as identified in the approved Individual Development Plan	32	One time during probationary period	All newly appointed career SES members, except graduates of an SES Candidate Development Program.	5 USC 3393, DOI HR Management Bulletin 96-1 (317) dated 08/15/96
Fire Management Leadership	40	One time	All managers over a fire program	Interagency Standards for Fire and Aviation Operations, 03-3
Various courses specifically targeted to supervisors of special programs, such as Law Enforcement, Fire Management and Hazardous Materials Management				

Discrimination and Whistle Blowing in the Workplace	1	Biannually by fiscal year	All employees	No FEAR Act
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	29 CFR 1614
Records Management Awareness (policy anticipated in FY 2006)	1/2	Annually	All employees	44 USC 3301, 36 CFR 1220 -1234
Orientation to the Privacy Act	1/2	Annually	All employees	Privacy Act of 1974, 5 USC 552a (e)(9), OMB Circular A-130
Orientation to the Constitution	Receive training materials	As part of the initial orientation and each year on 9/17	All employees	Public Law 108-447

Maintaining a Drug-Free Workplace	Unspecified	One time when first on duty	All employees	370 DM 792, E.O. 12564
Defensive Driving	4	One time when first on duty and refresher every 3 years	All employees who are required to operate a motor vehicle as a part of their job	485 DM 16
Credit Card Holder Training	1	When card is issued	All employees	DOI Integrated Charge Card Guide, April 12 2004
Supervisory Training				
New Supervisory Training Course (First 40 hours, Second 40 hours)	40	One time in 12 months	Probationary Supervisors	370 DM 412, Personnel Bulletin #412
Supervisory Training Refresher (24 hours)	24	Annually, 24 hours	All Supervisors	370 DM 412, BLM WO IM No. 93-116
Drug-Free Workplace	4	One time within 1st year	New supervisors	370 DM 412, 4.9
Hazardous Waste Supervisory Training	8	One time	Managers supervising hazardous waste site workers	29 CFR 1910.120
Ethics				

Ethics Statutes, Regulations, and Policies	1	Annually by calendar year	Employees who are required to file financial disclosure statements	43 CFR 20.735
<i>Suitability/Security in Personnel</i>				
Suitability & Security Adjudication Training				Secretarial Memo
<i>Computer Security Training</i>				
IT Security Awareness	1	Annually by June of each year	All employees	Computer Security Act of 1987 and OMB Circular A-130
<i>Contracting Officers' Warrants</i>				
Simplified Acquisitions (1500-05PV)	40	One time	Purchasing Agents	DOI Regs
Advanced Acquisitions (1500-06PV)	40	2 years	Purchasing Agents, & Contract Specialists	DOI Regs
COR/PI for Construction (1500-07)	28	One time	CORs, Project Inspectors	CORs - DOI regs PIs - BLM
COR/PI for Construction Refresher (1500-09)	8	3 years	CORs, Project Inspectors	CORs - DOI regs PIs - BLM
COR/PI Workshop-Level II Service & Supply (1500-12)	24	One time	CORs, Project Inspectors	CORs - DOI regs PIs - BLM
Assistance Agreements (1500-13)	24	One time	Assist. Agreement Specialists	BLM memo
COR/PI Refresher-Level II Service & Supply (1500-14)	8	3 years	CORs, Project Inspectors	CORs - DOI regs PIs - BLM

Prescribed DOI COWS Manual Training (Level I)	24	One time within 2 years after receipt of warrant	Purchasing Agent	COWS Manual
Prescribed DOI COWS Manual Training (Level II)	24	2 years	Purchasing Agent	COWS Manual
Prescribed DOI COWS Manual Training (Level III)	40	2 years	Contract Specialist	COWS Manual
Prescribed DOI COWS Manual Training (Level IV)	40	2 years	Contract Specialist	COWS Manual
Grants and Cooperative Agreements Training	24	3 years	Grants and Cooperative Agreements Officer	RFAD
Prescribed DOI COWS Manual Training (Level I) Pertinent to Construction Administration	24	One time within 2 years after receipt of warrant	Construction Engineer and Construction Contract Administration Support	COWS Manual
Charge Cards				
Integrated Chargecard Training	Self Study	One time	Government credit cardholders, reviewing officials, and managers.	DOI regs
Credit Card Approval Training	1	When card is issued to subordinate	All approving officials for credit card holders	DOI Integrated Charge Card Guide, April 12, 2004
Ecosystem & Biodiversity				
Integrated Pest Management & Certification (9000-01)	40	One time	State and local noxious weed coordinators; BLM employees who will be handling or applying pesticides	OSHA, EPA

Noxious Weed Management Short Course (9000-02PV) or Southwestern Noxious Weed Short Course (9000-03PV)	32	One time	Noxious Weed Program Leads	OSHA, EPA
<i>Geology, Energy, and Minerals</i>				
Placer Examination Techniques (3800-04).	120	One time	Mineral Examiners	BLM Manual 3895
Mining Beneficiation Cost Estimation & Economic Evaluations (3800-03)	120	One time	Mineral Examiners	BLM Manual 3895
Mining Claim Validity Examination Procedures (3800-01)	280	One time	Mineral Examiners	BLM Manual 3895
Validity Examinations for Industrial Minerals (3800-05)	80	One time	Certified Mineral Examiners	BLM Manual 3895
Advanced Placers (3800-07)	80	One time	Mineral Examiners	BLM Manual 3895
Technical Standards for Mineral Report Review (3800-08)	40	One time	Review Mineral Examiners	BLM Manual 3895
Fluid Minerals Inspection and Enforcement: Drilling (3100-01)	380	One time	Petroleum Engineering Technicians/Oil and Gas Inspectors	BLM Policy
<i>Hazardous Materials</i>				
Haz Mat Recognition (1703-07)	8	Annually	All employees that might be exposed to chemicals in the workplace	Law
Hazardous Waste Operations and Emergency Response (Awareness) (1703-11)	8	Annually	All employees who might find hazardous materials while working in the field	Law

Hazardous Waste Operations and Emergency Response (Responder) (1703-02)	24 - 40 hours	8 hours annually	All employees who might respond to an emergency involving hazardous materials	Law
COR/PI Training (1703-04)	24 hours	8 hrs. every 3 years	All employees who will work as COR/PI's on contracts	DOI Policy
Hazardous materials training for Level I Land Survey Certification	24 hrs class 8 hrs field	8 hrs, annually	Any employee performing Level I land surveys	Law
Hazardous materials training for site workers	40 hrs class 24 hrs field	8 hrs, annually	Hazardous Materials Coord., Safety & Health Officers, Emergency Response Personnel, LE Special Agents	Law
Information Resources Management				
Advanced Security Awareness (0243)	16	One time	IT Security Officers	DOI policy
Wildlife, Fisheries, and Botany				
Threatened & Endangered Species Management and Consultation	32	One time	Wildlife & Fisheries Biologists, Botanists, Managers involved with T&E Species	Endangered Species Act
Safety Training				
Job Hazard Analysis (JHA)		If job hazards change		BLM Manual 1112-2 Topic 1 485 DM Ch. 14
Safety Training for Managers	Varies	One time	All Managers	29 CFR 1960.54, E.O. 12196
Safety Training for Supervisors	Varies	One time	All Supervisors	29 CFR 1960.55, E.O. 12196
Safety Training for Collateral-Duty Safety Personnel		One time	Collateral-Duty Safety Personnel	29 CFR 1960.58 Take within 90 days of appointment
Safety Training for Safety Specialists		Annually	Safety Specialists	29 CFR 1960.56
Training for Safety Committees		One time	Members of Safety Committees	29 CFR 1960.58

Safety Training for Employee Representatives				Employee Representatives for Safety	29 CFR 1960.59
Training for Safety and Health Inspectors				Safety and Health Inspectors	29 CFR 1960.57
Hazard Communication (Employee Right-to-Know)			One time, unless job change or new chemical added	All Employees	29 CFR 1910.1200
Respiratory Protection			One time	As determined by JHA	29 CFR 1910.134, 1926.103
Forklift Safety			One time or as determined by JHA	As determined by JHA	29 CFR 1910.178
First Responder Awareness Level (Hazardous Materials)			One time	All Employees	29 CFR 1910.120(q)
Welding			One time	As determined by JHA	29 CFR 1910.252
Fire Extinguishers			One time	As determined by JHA	29 CFR 1910.157, 1926.150
Evacuation/Fire Drill			Annually	All Employees	29 CFR 1910.38
Hearing Conservation			One time	As determined by JHA	29 CFR 1910.95
Explosives/Blasting					29 CFR 1910.109
Anhydrous Ammonia			Determined by JHA	As determined by JHA	29 CFR 1910.111
Sign and Tag Recognition			One time	As determined by JHA	29 CFR 1910.145
Lockout/Tagout			One time	As determined by JHA	29 CFR 1910.147
Asbestos			Determined by JHA	As determined by JHA	29 CFR 1910.1001
Lead			Determined by JHA	As determined by JHA	29 CFR 1910.1025

Bloodborne Pathogen Level I		One time		29 CFR 1910.1030
General Safety				29 CFR 1926.21
Hazardous Substances				29 CFR 1926.21
Confined Spaces			Each space as determined by JHA	29 CFR 1926.21
OSHA PPE Standard		One time	As determined by JHA	29 CFR 1910.132
Personal Protective Measures				29 CFR 1926.21
First Aid		Yes, 3 years	As determined by JHA	BLM Manual H-1112-1 Ch. 10
CPR		Yes, 2 years	As determined by JHA	29 CFR 1910.151, 1926.50
Power-Operated Hand Tools		One time	As determined by JHA	BLM Manual H-1112-1 Ch. 10
Woodworking Tools		One time	As determined by JHA	29 CFR 1910.151
Gas Welding/Cutting		One time	As determined by JHA	29 CFR 1926.302
Arc Welding/Cutting		One time	As determined by JHA	29 CFR 1926.304
Commercial Drivers License (CDL) Certification Training		One time	As determined by JHA	29 CFR 1926.350
Fall Protection		5 years	As determined by JHA	29 CFR 1926.351
Towers Telecommunication			As determined by JHA	49 CFR 383-395
Employee Safety Orientation		One time	All Employees	29 CFR 1926.500
Blasters Certification & Training	24 hours CDL pre-req	Annually, 8 hrs		29 CFR 1910.29
Defensive Training				29 CFR 1910.268
Firearms Safety (Proficiency Test)		Annually	As determined by JHA and identified in H-1112-2	BLM Manual H-1112-1 Ch. 10
				BLM Manual H-1112-1 Ch. 22
				BLM Manual
				BLM Manual H-1112-1 Ch. 25

Firearms Training						BLM Manual H-1112-2 Topic 17
ATV Operation			One time		As determined by JHA	BLM Manual H-1112-1 Ch. 13
Water Craft Operation		24 hours	5 years, 8 hrs		As determined by JHA	BLM Manual H-1112-2 Topic 14
Snowmobile Operation			One time		As determined by JHA	BLM Manual H-1112-1 Ch. 13
Wildland Firefighting					As determined by position requirements	BLM Manual 9215 National Wildfire Coordinating Group's PMS 310-1 Wildland Fire Qualification Subsystem Guide
Base Fire Training			One time		As determined by JHA	BLM Manual H-1112-1 Ch. 15
Aviation Safety			3 years		Group A	BLM Manual H-1112-2 Topic 6 352 DM 2.5
Mine Inspection Safety Procedures					As determined by JHA	BLM Manual 3809.36
Oil and Gas Inspection Safety Procedures					As determined by JHA	BLM Manual 3110
Law Enforcement Training						
Law Enforcement for Managers (9260-11)		36	One time		BLM Line Manager/Primary Staff Officer and Law Enforcement Officer	GO 10 § IV.E.
Land Management Training Program		672 hours	One time		New Rangers	446 DM 2.4
Criminal Investigator Training Program		512 hours	One time		New Agents	446 DM 2.4
Introduction to Resource Protection		40 hours	One time		All new LEOs	GO 10 § IV.B.
Field Training Program		240 hours	One time		All new LEOs	GO 10 § IV.C.
First Aid (EMT or First Responder)		Variable	One time		All LEOs	H-9260-1, VI.D.
First Aid Refresher		Variable	Variable		All LEOs	H-9260-1, VI.D.
Law Enforcement In-service Training		40 hours	Annually		All LEOs	446 DM 2.4

Firearms Qualification	4-6 hours	Semi-annual	All LEOs	GO 15 § VI.
Firearms Training	4-6 hours	Semi-annual	All LEOs	GO 15 § VI.
Defensive Tactics	4-6 hours	Annually	All LEOs	GO 16 Appx. 1
Impact Weapons	4 hours	Annually	All LEOs	GO 16 Appx. 1
Restraint Control	2 hours	Annually	All LEOs	GO 16 Appx. 1
Chemical Weapons	2 hours	Bi-annual	All LEOs	GO 16 Appx. 1
Firearms Instructor	80 hours	No	FA Instructors	GO 15 § XI.A.
Firearms Instructor Refresher	40 hours	5 years	FA Instructors	GO 15 § XI.A.
Defensive Tactics Instructor	80 hours	No	DT Instructors	GO 10 Appx. 1
Physical Fitness Coordinator	80 hours	No	PEB Examiners	GO 10 Appx. 1
Peer Counselor	40 hours	No	Peer Counselors	GO 13 § IV.B.2

Appendix 2

Phase I Competencies

Human Resource Management
Service Motivation
Technical Credibility
Partnering
Interpersonal Skills

Leveraging Diversity
Accountability
Integrity/Honesty
Conflict Management
Team Building

Phase II Competencies

Continual Learning
Influencing/Negotiating
Customer Service
Oral Communication
Flexibility

Decisiveness
Resilience
Problem Solving
Written Communication

MANDATORY TRAINING

Course Title	Length (Hours)	Frequency	Position Requiring Training	Authority
<i>Senior Executive Service</i>				
OPM Interagency Orientation	16	One time during probationary period	All newly appointed career SES members, except graduates of an SES Candidate Development Program	5 USC 3393, DOI HR Management Bulletin 96-1 (317) dated 08/15/96
Executive Core Qualifications (e.g., OPM Center for Leadership Capacity Services programs at FEI or the MCCs)	80	One time during probationary period	All newly appointed career SES members, except graduates of an SES Candidate Development Program.	5 USC 3393, DOI HR Management Bulletin 96-1 (317) dated 08/15/96
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Fire Management Leadership	40	One time	All managers over a fire program	Interagency Standards for Fire and Aviation Operations, 03-3
Various courses specifically targeted to supervisors of special programs, such as Law Enforcement, Fire Management and Hazardous Materials Management				
Discrimination and Whistle Blowing in the Workplace	1	Biannually by fiscal year	All employees	No FEAR Act
Equal Employment Opportunity and Workforce Diversity	4	Annually by fiscal year	All employees	29 CFR 1614
Records Management Awareness (policy anticipated in FY 2006)	1/2	Annually	All employees	44 USC 3301, 36 CFR 1220 -1234
Orientation to the Privacy Act	1/2	Annually	All employees	Privacy Act of 1974, 5 USC 552a (e)(9), OMB Circular A-130

Orientation to the Constitution	Receive training materials	As part of the initial orientation and each year on 9/17	All employees	Public Law 108-447
Maintaining a Drug-Free Workplace	Unspecified	One time when first on duty	All employees	370 DM 792, E.O. 12564
Defensive Driving	4	One time when first on duty and refresher every 3 years	All employees who are required to operate a motor vehicle as a part of their job	485 DM 16
Credit Card Holder Training	1	When card is issued	All employees	DOI Integrated Charge Card Guide, April 12, 2004
Supervisory Training				
Introduction to Supervision (Phase 1 competencies)	40	One time within first year	Probationary Supervisors	DOI Personnel Bulletin 06-04 (412)
Supervisory Leadership Skills based on individual needs (Phase 2 competencies)	Unspecified	During second year	New Supervisors	DOI Personnel Bulletin 06-04 (412)
Refresher Supervisory Training (based on results of 360 feedback)	Unspecified	Annually	All Supervisors	DOI Personnel Bulletin 06-04 (412)
Drug-Free Workplace	4	One time within 1 st year	New supervisors	370 DM 412, 4.9
Hazardous Waste Supervisory Training	8	One time	Managers supervising hazardous waste site workers	29 CFR 1910.120

Ethics					
Ethics Statutes, Regulations, and Policies	1	Annually by calendar year	Employees who are required to file financial disclosure statements	43 CFR 20.735	
Suitability/Security in Personnel					
Suitability & Security Adjudication Training				Secretarial Memo	
Computer Security Training					
IT Security Awareness	1	Annually by June of each year	All employees	Computer Security Act of 1987 and OMB Circular A-130	
Contracting Officers' Warrants					
Simplified Acquisitions (1500-05PV)	40	One time	Purchasing Agents	DOI Regs	
Advanced Acquisitions (1500-06PV)	40	2 years	Purchasing Agents, & Contract Specialists	DOI Regs	
COR/PI for Construction (1500-07)	28	One time	CORs, Project Inspectors	CORs - DOI regs PIs - BLM	
COR/PI for Construction Refresher (1500-09)	8	3 years	CORs, Project Inspectors	CORs - DOI regs PIs - BLM	
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Prescribed DOI COWS Manual Training (Level I)	24	One time within 2 years after receipt of warrant	Purchasing Agent	COWS Manual	
Prescribed DOI COWS Manual Training (Level II)	24	2 years	Purchasing Agent	COWS Manual	

Prescribed DOI COWS Manual Training (Level III)	40	2 years	Contract Specialist	COWS Manual
Prescribed DOI COWS Manual Training (Level IV)	40	2 years	Contract Specialist	COWS Manual
Grants and Cooperative Agreements Training	24	3 years	Grants and Cooperative Agreements Officer	RFAD
Prescribed DOI COWS Manual Training (Level I) Pertinent to Construction Administration	24	One time within 2 years after receipt of warrant	Construction Engineer and Construction Contract Administration Support	COWS Manual
Charge Cards				
Integrated Chargecard Training	Self Study	One time	Government credit cardholders, reviewing officials, and managers.	DOI regs
Credit Card Approval Training	1	When card is issued to subordinate	All approving officials for credit card holders	DOI Integrated Charge Card Guide, April 12, 2004
Ecosystem & Biodiversity				
Integrated Pest Management & Certification (9000-01)	40	One time	State and local noxious weed coordinators; BLM employees who will be handling or applying pesticides	OSHA, EPA
Noxious Weed Management Short Course (9000-02PV) or Southwestern Noxious Weed Short Course (9000-03PV)	32	One time	Noxious Weed Program Leads	OSHA, EPA
Geology, Energy, and Minerals				
Placer Examination Techniques (3800-04).	120	One time	Mineral Examiners	BLM Manual 3895
Mining Beneficiation Cost Estimation & Economic Evaluations (3800-03)	120	One time	Mineral Examiners	BLM Manual 3895
Mining Claim Validity Examination Procedures (3800-01)	280	One time	Mineral Examiners	BLM Manual 3895

Validity Examinations for Industrial Minerals (3800-05)	80	One time	Certified Mineral Examiners	BLM Manual 3895
Advanced Placers (3800-07)	80	One time	Mineral Examiners	BLM Manual 3895
Technical Standards for Mineral Report Review (3800-08)	40	One time	Review Mineral Examiners	BLM Manual 3895
Fluid Minerals Inspection and Enforcement: Drilling (3100-01)	380	One time	Petroleum Engineering Technicians/Oil and Gas Inspectors	BLM Policy
Hazardous Materials				
Haz Mat Recognition (1703-07)	8	Annually	All employees that might be exposed to chemicals in the workplace	Law
Hazardous Waste Operations and Emergency Response (Awareness) (1703-11)	8	Annually	All employees who might find hazardous materials while working in the field	Law
Hazardous Waste Operations and Emergency Response (Responder) (1703-02)	24 - 40 hours	8 hours annually	All employees who might respond to an emergency involving hazardous materials	Law
COR/PI Training (1703-04)	24 hours	8 hrs. every 3 years	All employees who will work as COR/PI's on contracts	DOI Policy
Hazardous materials training for Level 1 Land Survey Certification	24 hrs class 8 hrs field	8 hrs, annually	Any employee performing Level 1 land surveys	Law
Hazardous materials training for site workers	40 hrs class 24 hrs field	8 hrs, annually	Hazardous Materials Coord., Safety & Health Officers, Emergency Response Personnel, LE Special Agents	Law
Information Resources Management				
Advanced Security Awareness (0243)	16	One time	IT Security Officers	DOI policy
Wildlife, Fisheries, and Botany				
Threatened & Endangered Species Management and Consultation	32	One time	Wildlife & Fisheries Biologists, Botanists, Managers involved with T&E Species	Endangered Species Act
Safety Training				
Job Hazard Analysis (JHA)		If job hazards change		BLM Manual 1112-2 Topic 1 485 DM Ch. 14

Safety Training for Managers	Varies	One time	All Managers	29 CFR 1960.54, E.O. 12196
Safety Training for Supervisors	Varies	One time	All Supervisors	29 CFR 1960.55, E.O. 12196
Safety Training for Collateral-Duty Safety Personnel		One time	Collateral-Duty Safety Personnel	29 CFR 1960.58 Take within 90 days of appointment
Safety Training for Safety Specialists		Annually	Safety Specialists	29 CFR 1960.56
Training for Safety Committees		One time	Members of Safety Committees	29 CFR 1960.58
Safety Training for Employee Representatives			Employee Representatives for Safety	29 CFR 1960.59
Training for Safety and Health Inspectors			Safety and Health Inspectors	29 CFR 1960.57
Hazard Communication (Employee Right-to-Know)		One time, unless job change or new chemical added	All Employees	29 CFR 1910.1200
Respiratory Protection		One time	As determined by JHA	29 CFR 1910.134, 1926.103
Forklift Safety		One time or as determined by JHA	As determined by JHA	29 CFR 1910.178
First Responder Awareness Level (Hazardous Materials)		One time	All Employees	29 CFR 1910.120(q)
Welding		One time	As determined by JHA	29 CFR 1910.252
Fire Extinguishers		One time	As determined by JHA	29 CFR 1910.157, 1926.150
Evacuation/Fire Drill		Annually	All Employees	29 CFR 1910.38
Hearing Conservation		One time	As determined by JHA	29 CFR 1910.95
Explosives/Blasting				29 CFR 1910.109
Anhydrous Ammonia		Determined by JHA	As determined by JHA	29 CFR 1910.111
Sign and Tag Recognition		One time	As determined by JHA	29 CFR 1910.145
Lockout/Tagout		One time	As determined by JHA	29 CFR 1910.147
Asbestos		Determined by JHA	As determined by JHA	29 CFR 1910.1001

Lead		Determined by JHA	As determined by JHA	29 CFR 1910.1025
Bloodborne Pathogen Level I		One time		29 CFR 1910.1030
General Safety				29 CFR 1926.21
Hazardous Substances				29 CFR 1926.21
Confined Spaces			Each space as determined by JHA	29 CFR 1926.21
OSHA PPE Standard		One time	As determined by JHA	29 CFR 1910.132
Personal Protective Measures				29 CFR 1926.21
First Aid		Yes, 3 years	As determined by JHA	BLM Manual H-1112-1 Ch. 10
CPR		Yes, 2 years	As determined by JHA	29 CFR 1910.151, 1926.50
Power-Operated Hand Tools		One time	As determined by JHA	BLM Manual H-1112-1 Ch. 10
Woodworking Tools		One time	As determined by JHA	29 CFR 1910.151
Gas Welding/Cutting		One time	As determined by JHA	29 CFR 1926.302
Arc Welding/Cutting		One time	As determined by JHA	29 CFR 1926.304
Commercial Drivers License (CDL) Certification Training		5 years	As determined by JHA	29 CFR 1926.350
Fall Protection			As determined by JHA	29 CFR 1926.351
Towers Telecommunication			As determined by JHA	49 CFR 383-395
Employee Safety Orientation		One time	All Employees	29 CFR 1926.500
Blasters Certification & Training	24 hours CDL pre-req	Annually, 8 hrs		29 CFR 1910.29
Defensive Training				29 CFR 1910.268
Firearms Safety (Proficiency Test)		Annually	As determined by JHA and identified in H-1112-2	BLM Manual H-1112-1 Ch. 10
Firearms Training				BLM Manual H-1112-1 Ch. 22
ATV Operation		One time	As determined by JHA	BLM Manual
Water Craft Operation	24 hours	5 years, 8 hrs	As determined by JHA	BLM Manual H-1112-1 Ch. 25
Snowmobile Operation		One time	As determined by JHA	BLM Manual H-1112-2 Topic 17
				BLM Manual H-1112-1 Ch. 13
				BLM Manual H-1112-2 Topic 14
				BLM Manual H-1112-1 Ch. 13

Wildland Firefighting				As determined by position requirements	BLM Manual 9215 National Wildfire Coordinating Group's PMS 310-1 Wildland Fire Qualification Subsystem Guide
Base Fire Training		One time		As determined by JHA	BLM Manual H-1112-1 Ch. 15
Aviation Safety		3 years		Group A	BLM Manual H-1112-2 Topic 6 352 DM 2.5
Mine Inspection Safety Procedures				As determined by JHA	BLM Manual 3809.36
Oil and Gas Inspection Safety Procedures				As determined by JHA	BLM Manual 3110
Law Enforcement Training					
Law Enforcement for Managers (9260-11)	36	One time		BLM Line Manager/Primary Staff Officer and Law Enforcement Officer	GO 10 § IV.E.
Land Management Training Program	672 hours	One time		New Rangers	446 DM 2.4
Criminal Investigator Training Program	512 hours	One time		New Agents	446 DM 2.4
Introduction to Resource Protection	40 hours	One time		All new LEOs	GO 10 § IV.B.
Field Training Program	240 hours	One time		All new LEOs	GO 10 § IV.C.
First Aid (EMT or First Responder)	Variable	One time		All LEOs	H-9260-1, VI.D.
First Aid Refresher	Variable	Variable		All LEOs	H-9260-1, VI.D.
Law Enforcement In-service Training	40 hours	Annually		All LEOs	446 DM 2.4
Firearms Qualification	4-6 hours	Semi-annual		All LEOs	GO 15 § VI.
Firearms Training	4-6 hours	Semi-annual		All LEOs	GO 15 § VI.
Defensive Tactics	4-6 hours	Annually		All LEOs	GO 16 Appx. 1
Impact Weapons	4 hours	Annually		All LEOs	GO 16 Appx. 1
Restraint Control	2 hours	Annually		All LEOs	GO 16 Appx. 1
Chemical Weapons	2 hours	Bi-annual		All LEOs	GO 16 Appx. 1
Firearms Instructor	80 hours	No		FA Instructors	GO 15 § XI.A.
Firearms Instructor Refresher	40 hours	5 years		FA Instructors	GO 15 § XI.A.
Defensive Tactics Instructor	80 hours	No		DT Instructors	GO 10 Appx. 1
Physical Fitness Coordinator	80 hours	No		PEB Examiners	GO 10 Appx. 1
Peer Counselor	40 hours	No		Peer Counselors	GO 13 § IV.B.2

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cc Linda Behlin/WO/BLM/DOI@BLM, Leon
Thomas/NTC/BLM/DOI@BLM
bcc
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